

## Lesson Plan

### MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

**LESSON AUTHOR:** CENTER FOR THE ARMY PROFESSION AND ETHIC (CAPE)

**DATE PREPARED:** 12 March 2013

1. **OVERVIEW.** This lesson plan helps you assemble and conduct a professional development session on Military Expertise and Professional Certification. *America's Army – Our Profession* training support packages enable professional development sessions using the case study method to educate members of the Army Profession. The video case study exercises provided are called CaseEXs. Each CaseEX is an Army professional's story combined with supplemental questions and reflective practice that guides you through a rich group discussion on how the story relates to the Army Profession and how it shapes an Army professional's and behavior. Ensure that you complete the *Army Profession Overview* lesson to introduce professionals to these terms and concepts before leading this development session.

**Remember the learning occurs during facilitated DISCUSSION.**

2. **BACKGROUND.** The CSA approved the *America's Army – Our Profession* Education and Training program to develop a commonly understood, accepted, and internalized meaning of the Army Profession and Ethic. The goal is all members of the profession are aware of and understand the Army Profession doctrine and concepts, participate in an ongoing dialogue about the profession and conduct themselves in a manner worthy of their professional status.
3. **LEARNING OUTCOMES.**
  - a. Army professionals demonstrate competence, character, and commitment to the profession.
  - b. Army professionals understand the four domains of expert knowledge.
  - c. Army professionals steward the Profession by cultivating effective and ethical expertise.
4. **TRAINING REFERENCES.**
  - a. *Army Doctrine Publication 1 (ADP 1) The Army*, Chapter 2
  - b. *Army Doctrine Reference Publication 1 (ADRP 1) The Army Profession (Final Draft)*, Chapter 2
  - c. *Army Doctrine Reference Publication 6-22 (ADRP 6-22) Army Leadership*, Chapter 5
  - d. *Army Doctrine Reference Publication 6-0 (ADRP 6-0) Mission Command*, Chapter 2
  - e. *Army Profession Pamphlet (October 2012)*: Downloadable pdf on the Army Profession available at <http://cape.army.mil>.
  - f. *CAPE Public Website*: <http://cape.army.mil>.
5. **ADDITIONAL INSTRUCTOR RESOURCES.**
  - a. *Facilitator Toolkit*: Additional videos and techniques to help trainers become more effective facilitators. (*CAPE Public Website*: <http://cape.army.mil>).

## Lesson Plan

### MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

#### 6. TRAINING GUIDANCE.

##### Prepare.

- If your training site has internet capability, present and facilitate the session on-line. If there is no internet capability, you can download the entire Military Expertise – Certified Army Professionals training support package.
- Review Army doctrine on the Army Profession concepts and Military Expertise (ADP1 *The Army*, Chapter 2; ADRP 1 *The Army Profession (Final Draft)*, Chapter 2; *Army Profession Pamphlet (October 2012)*)
- Review for familiarization the Army doctrine in ADRP 6-22 *Army Leadership*, Chapter 5; and ADRP 6-0 *Mission Command*, Chapter 2.
- Review the material on the CAPE web site on reflective practice and how-to effectively facilitate a small group development session.
- Print lesson plan and student handouts.
- Review associated CaseEXs and print their facilitator cards.
- As a facilitator, rehearse your role in the education and training session.

##### Conduct.

- Distribute student handouts.
- Present the on-line training support package and use talking points with associated slides as you progress through the presentation.
- Get your group involved by asking the discussion questions and facilitate further discussion.
- Use the CaseEXs to allow the group to apply what they've learned in the training to a real-life situation.
- Lead your group in a reflective practice exercise to answer the following questions:
  - What? (What did I learn concerning Military Expertise and Certified Army professionals during the education and training session?)
  - So what? (Why does it matter?)
  - Now what? (How will I use this information/new knowledge and apply it to my situation/ organization?)

##### Follow up.

- Discuss and seek future opportunities to continue the discussions of Military Expertise and the Certification of Army Professionals within your organization.
- Maintain communication with CAPE (CAPE Public Website: <http://cape.army.mil>) for the latest information, materials, and products.
- Submit feedback to CAPE.

#### 7. TRAINING AIDS.

- a. Military Expertise Training Support Package for *America's Army – Our Profession*
- b. A/V equipment, computer, as required
- c. White board, poster board, and markers to list ideas

## Lesson Plan

### MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS AMERICA’S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

- d. *Participant Handout*: Material to support the lesson
- e. *Facilitator note cards*: Material to support facilitated discussions of video case exercises

8. CONDUCT OF LESSON. Lesson Timeline (timeline can be adjusted based on time available and organization requirements):

<u>Min</u>	<u>Activity</u>
05	Introduction/Goals
10	Video & brief discussion
05	Facilitated discussion of Military Expertise
05	Facilitated discussion of four fields of expert knowledge
05	Facilitated discussion of the philosophy of mission command
05	Facilitated discussion of professional certification
05	Facilitated discussion of stewardship of expert knowledge and practices
15	Facilitated discussion of “Samaritan” (Pt 1 = 1:53; Pt 2 = 1:40; Pt 3 = 1:35)
15	Facilitated discussion of “Life out of Reach” (Pt 1 = 2:40; Pt 2 = 2:02)
05	<u>Summary / Conclusion</u>
<b>75</b>	<b>Total Minutes</b>

9. SLIDES AND CASE-EX VIGNETTES.

Slide 1

**Title Page**

**Slide talking points:** We are going to talk about “Military Expertise” and its importance for Army professionals. All professions, including the U.S. Army, exist to provide for society a specific service that society cannot provide for itself. The Army creates its own expert knowledge to provide the Nation with Military Expertise - the design, generation, support, and ethical application of landpower – and thus earns the trust of the American people. I hope we have an open discussion where we can express ideas and learn from one another while we learn about our Army Profession and doctrine.



Slide 2

**Slide talking points:** These are the goals for our discussions today.  
To earn and sustain trust within the Army Profession and with the American people, Army professionals must consistently demonstrate competence, character, and commitment. Knowledge and practice describe Competence in Professionals and is directly related to our Profession’s Military Expertise. Our professional responsibility is to develop our expert

**LEARNING OUTCOMES**

**Recognize and be able to discuss:**

Army professionals:

- Demonstrate competence, character, and commitment to the profession.
- Understand the four domains of expert knowledge.
- Steward the Profession by cultivating effective and ethical expertise.



## Lesson Plan

### MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

knowledge and skills through life-long learning. We are stewards of the Army Profession; we must certify Army professionals in competence, character, and commitment to remain effective.

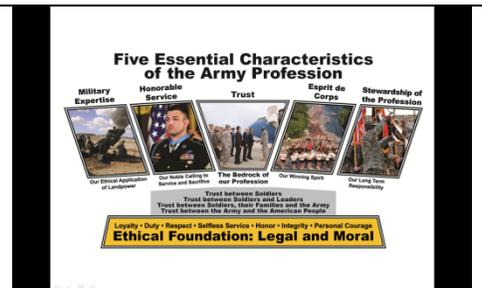
#### Slide 3

**Slide talking points:** Our Army Profession is healthy when all five essential characteristics are present in our culture and organizations, and demonstrated by our professionals. These are Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and Trust.

**Slide talking points:** Military Expertise is one of the essential characteristics and also supports the other four essential characteristics.

For example:

- The Army has developed knowledge of military technical and moral - ethical aspects of practicing its profession.
- Professionals, in their pursuit of Honorable Service, benefit from this moral-ethical collective expertise.
- Their competence and ethical behavior strengthens the Trust between the Army and the Nation.
- Army professionals guided by common expert knowledge develop a common purpose – and that shared purpose helps to increase Esprit de Corps within Army units and organizations.



#### Slide 4

**Slide talking points:** Army professionals are experts, certified to fulfill their responsibilities and perform assigned duties with discipline and to standards.

**Facilitator Action:** This video introduces Military Expertise in the professional context.

**Ask your group:** "What is Military Expertise? What areas of knowledge and skills are required by the Army Profession?" After facilitating a brief discussion, click the arrow to view the video.



Lesson Plan

**MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS**  
**AMERICA’S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM**

<p><u>Slide 5</u>  <b>Facilitator Action:</b> Ask your group “What do you think about the statement on the slide?”</p> <p><b>During or after the discussion bring out the following slide talking points:</b> Our Military Expertise as a profession is the design, generation, support, and ethical application of landpower. This is our contribution to the defense of our Nation. Professionals continuously develop expertise and use that expertise only in the best interest of the society served.</p>	<p><b><u>What is Military Expertise?</u></b>          The design, generation, support, and ethical application of landpower, primarily in unified land operations, and all supporting capabilities essential to accomplish the Mission in defense of the American people.</p> 
<p><b>For Further Reference or to Support Discussion:</b> Military Expertise is highly specialized. The Army Profession provides the security which society requires but cannot provide for itself. The Army Profession is morally obligated to use its military expertise in accordance with the values held by the nation.</p>	
<p><u>Slide 6</u>  <b>Facilitator Action:</b> Ask your group “What do you think about the statements on the slide?”</p> <p><b>During or after the discussion bring out the following slide talking points:</b> Education, training, and experience in the practice of our Army Profession enable us to effectively and ethically defend the Nation. ADRP 1 describes three critical tasks for developing its expert knowledge: the continuous development of expert knowledge and expertise; applying Army expertise under mission command; certifying the expertise of Army professionals and units.</p>	<p><b>The Army Profession has three critical tasks when developing military expertise:</b></p> <ol style="list-style-type: none"> <li>1. Continually developing expert knowledge and expert practices</li> <li>2. Applying Army expertise under mission command</li> <li>3. Certifying the expertise of Army professionals and organizations</li> </ol>
<p><u>Slide 7</u>  <b>Slide talking points:</b> Continuously developing expert knowledge and skills is the first of the three critical tasks for the profession. Army professionals must continuously develop expertise in each of these four fields through deliberate, consistent, and repetitious training.</p> <ul style="list-style-type: none"> <li>• The military technical field encompasses the doctrine of how the Army applies landpower.</li> <li>• The moral-ethical field describes how the Army applies landpower according to law and the expectations of our citizens.</li> <li>• The political-cultural field informs how Army professionals and organizations operate effectively cross-culturally, outside the Army’s institutional boundaries in cooperation with other agencies in the unified action partner environment, and in all civil-military relations.</li> <li>• The knowledge of leader/human development is the most important field of knowledge for the Army, informing how</li> </ul>	<p><b>Task 1: Continually developing expert knowledge and expert practices</b>          The Army’s <i>expert knowledge</i> is divided into four distinct fields:</p> <ol style="list-style-type: none"> <li>1. <b>Military-Technical:</b> How the Army applies landpower to accomplish the mission.</li> <li>2. <b>Moral-Ethical:</b> How the Army accomplishes the mission in the right way.</li> <li>3. <b>Political-Cultural:</b> How the Army understands and operates in a multi-cultural, complex world.</li> <li>4. <b>Leader/Human Development:</b> How the Army recruits, develops, and inspires Army professionals.</li> </ol>



Lesson Plan

**MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS  
AMERICA’S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM**

<p>the profession:</p> <ul style="list-style-type: none"> <li>○ inspires American citizens to a calling of service</li> <li>○ develops their talents and character</li> <li>○ certifies them to be Army professionals</li> </ul> <p><b>Ask your group:</b> “How is this expert knowledge necessary for Army professionals to accomplish EVERY assigned mission effectively and ethically? How do Army professionals apply expert knowledge in their everyday decision-making?”</p>	
<p><u>Slide 8</u> <b>Facilitator Action:</b> Ask your group for their reaction to the statement on the slide.</p> <p><b>Ask your group:</b> “How is military expertise important when giving subordinates maximum initiative? Why is the expert knowledge of leader/human development important when operating under mission command?”</p> <p><b>Slide talking points:</b> Applying military expertise under mission command is the second critical task for developing military expertise. Mission command is impossible without trust and military expertise (see ADRP 6-0, <i>Mission Command</i>). It requires subordinate leaders to perform with expertise, and requires senior leaders to trust these experts to accomplish the mission, meeting the commander’s intent.</p>	<p><b>Task 2: Applying Army expertise under mission command</b></p> <p>Army doctrine stresses <i>mission command</i>, the conduct of military operations that allows subordinate leaders maximum initiative. It acknowledges that operations are complex and often chaotic, and micro-management does not work. Mission command emphasizes competent leaders applying their expertise to the situation as it exists on the ground and accomplishing the mission based on their commander’s intent.</p> 
<p><u>Slide 9</u> <b>Facilitator Action:</b> Facilitate a discussion about professional certification.</p> <p><b>Ask your group:</b></p> <ul style="list-style-type: none"> <li>● “What is certification in the Army?”</li> <li>● “What are some examples of how the Army certifies its members?”</li> <li>● “How do you certify competence?”</li> <li>● “How does Military Expertise relate to certification?”</li> <li>● “How do you assess/certify character and commitment?”</li> </ul> <p><b>Slide talking points:</b> Certifying expertise of Army professionals and organizations is the third critical task for developing Military Expertise. Certification is verification and validation of an Army professional’s competence, character, and commitment to fulfill responsibilities and perform assigned duties with discipline and to standards. Through certification, the Army ensures the expertise of its individuals and units. (ADRP 1, pg 2-2, Para 2-8)</p>	<p><b>Task 3: Certifying the expertise of Army professionals and organizations</b></p> <p>The Army <i>certifies</i> its members to ensure they meet expectations for military expertise. In the Army Profession membership is a privileged status that volunteers earn through initial and progressive certifications of competence, character, and commitment.</p> 



## Lesson Plan

### MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

#### Slide 10

**Ask your group:** “How are the statements on the slide related to the Army Profession’s essential characteristics – Trust, Military Expertise, Honorable Service, Esprit de Corps, and Stewardship?”

**Slide talking points:** Serving in the Army Profession is an honor and a privilege; Army professionals are certified in competence, character, and commitment. These criteria are essential to sustain the trust both of the American people and within the Army Profession. (ADRP 1, pg 2-2 Para 2-11)

- **Competence:** Army professionals' demonstrated ability to successfully perform their duties and to accomplish the Mission with discipline and to standard.
- **Character:** An Army professional's dedication and adherence to Army Values and the Profession's Ethic as consistently and faithfully demonstrated in decisions and actions.
- **Commitment:** The resolve of Army professionals to contribute Honorable Service to the Nation, to perform their duties with discipline and to standard, and to strive to successfully and ethically accomplish the Mission despite adversity, obstacles, and challenge.



#### **For Further Reference or to Support Discussion:**

We can see by the definitions of Competence, Character, and Commitment that developing and sustaining **Military Expertise** is an important part of who we are.

The following is additional explanation from ADRP 1:

The Army has three criteria used for the certification of all Army professionals.

- 1) Competence or proficiency in expert work
  - The application of the Army’s expertise often involves risk – physical risk for the warrior, and the risk of professional error for all Army professionals. We manage this risk by ensuring an appropriate level of competence.
  - The Army certifies an individual’s competence at a level appropriate to the professional’s grade and the level of the work he or she is performing.
- 2) Moral Character requisite to being an Army professional
  - Army professionals have a responsibility to use military expertise only on behalf of the American people and only in accordance with American laws and moral values. To do otherwise betrays the trust of the American people.
  - Army professionals can only make decisions consistently well if a strong moral character, defined through the Army Ethic, guides their decision-making.
  - We must certify an Army professional’s character; it is vital to verify that the individual or leader willingly lives and advances the Army’s ethic in all actions to maintain the Army Profession as a self-policing, meritocratic institution.
- 3) Resolute Commitment to the Army’s duty
  - To be an Army professional means to approach service as more than just a job – an Army Professional is a life-long calling.
  - It means to be primarily motivated by the intrinsic factors of sacrifice and service to others and to the nation, rather than by the extrinsic factors of pay, vacations, work hours, etc.
  - At higher levels of leader development, certification of commitment includes the leader’s effective stewardship of the Army profession. (ADRP 1)

## Lesson Plan

### MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

<p><u>Slide 11</u> <b>Facilitator Action:</b> Facilitate a discussion about stewardship.</p> <p><b>Ask your group:</b> “Who are stewards of the Army Profession’s military expertise? What does it mean to ‘steward’ expertise? How can we best retain the skills, practices, and expertise we have in our organization today?”</p> <p><b>Slide talking points:</b> Responsible stewards of the Army Profession oversee professional education and training activities essential to organizational learning, ensuring their effectiveness and rigor in order to maintain a tradition of excellence and expertise. Similarly, they support a certification system that recognizes expertise in individuals and units.</p> <p>And so, every member of the Army Profession from the most junior NCO up through the most senior General Officer are all stewards of the Army Profession.</p>	<p><b>Stewarding Military Expertise</b></p> <p>Army professionals serve as responsible stewards of the Profession’s future and maintain the Profession’s expertise by:</p> <ul style="list-style-type: none"><li>• Overseeing professional education and training activities essential to organizational learning to include production of military expertise related to the design, generation, support, and ethical application of landpower.</li><li>• Using expertise to develop and certify individual professionals and units.</li></ul>
<p><u>Slide 12</u> <b>CaseEX &amp; Facilitated Discussion:</b> Select CaseEXs and view them, ask questions and facilitate the discussion after each segment by referring to the attached facilitator’s card.</p>	<p><b>Click on an image to watch the video.</b></p> <div data-bbox="1036 1058 1370 1201"></div>
<p><b>Facilitator Action:</b> <b>Ask the following questions and support discussion amongst your group.</b></p> <ul style="list-style-type: none"><li>- “What qualities would you look for to certify an Army professional’s competence, character, and commitment?”</li><li>- “Where are some objective criteria for these qualities that should be noted on performance evaluations? (e.g.- NCOER, OER, Civilian –DA Form 7222, DA Form 4856)”</li><li>- “What can we do to develop these qualities in ourselves and others?”</li><li>- “How can coaching, counseling, and mentoring help develop these qualities? How is our organization doing at coaching, counseling, and mentoring?”</li></ul>	

Lesson Plan

**MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS  
AMERICA’S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM**

**10. TRAINING & EDUCATION SUMMARY / CONCLUSION.**

<p><u>Slide 13</u> <b>Facilitator’s Action:</b> Ask your group the first question. Get opinions and feedback, and facilitate discussion. Then ask the second and third questions, facilitating discussion and reflection.</p>	<p>How are we developing and documenting expert knowledge in our activities?</p> <p>How are we stewarding the profession by ensuring certification of our Army professionals?</p> <p>How do we develop our Army professionals in competence, character and commitment?</p>
<p><u>Slide 14</u> <b>Slide talking points:</b> To conclude, Army professionals:</p> <ul style="list-style-type: none"> <li>Continually develop competence, character, and commitment to the profession.</li> <li>Develop expert knowledge and expert practices throughout the four domains.</li> <li>Steward the Profession by cultivating military expertise throughout the Army Profession.</li> </ul>	<p><b>Conclusion</b></p> <p><i>Army professionals:</i></p> <ul style="list-style-type: none"> <li>Demonstrate competence, character, and commitment to the profession.</li> <li>Develop expert knowledge and expert practices.</li> <li>Steward the Profession by cultivating military expertise throughout the Army Profession.</li> </ul>
<p><u>Slide 15</u> <b>Slide talking points:</b> Army professionals work to continuously improve both themselves and their Profession. Providing feedback that promotes our learning environment is part of being a Steward of the Profession.</p> <ul style="list-style-type: none"> <li>This Quick Reference Code can be smart-phone-scanned, to provide feedback on this America’s Army – Our Profession learning session.</li> <li>Or the link below it can be used to provide feedback on this America’s Army – Our Profession learning session.</li> <li>Please take the time to help enhance Our Profession.</li> </ul>	<p>Your feedback is important for Strengthening the Army Profession!!</p>  <p>This Quick Reference Code can be smart-phone-scanned, or the link below it can be used to provide feedback on this America’s Army – Our Profession learning session.</p> <p><a href="http://cape.army.mil/aaopfeedback.html">http://cape.army.mil/aaopfeedback.html</a></p>
<p><u>Slide 16</u> <b>For more information and to support professional development, visit <a href="http://cape.army.mil">http://cape.army.mil</a>.</b></p> <p><b>End Page</b></p>	<p>Visit us at <a href="http://cape.army.mil">http://cape.army.mil</a></p>  <p>Products and Materials for Development as Army Professionals</p>
<p><b>Facilitator Action: Check on Learning and Promote Reflective Practice</b> Determine if group members have gained familiarity with the material discussed by soliciting student questions and explanations. Ask the students questions and correct misunderstandings.</p>	
<p><u>Learning</u> Q – What do you think about what you learned?  Q – How do you feel about what you learned?</p>	<p><u>Reflection</u> Q – What will you do with your new information?</p>



Lesson Plan

**MILITARY EXPERTISE – CERTIFIED ARMY PROFESSIONALS  
AMERICA’S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM**

Q – What did you learn from listening to the reactions and reflections of other Army Professionals?	Q – What are the future implications of this decision, or of this experience?  Q – How can you integrate what you have learned into your own organization?
---	--

**Facilitator Action:**

**Feedback is encouraged - take a minute and provide us with your comments at <http://cape.army.mil>**

**Additional education and training material is available to you at <http://cape.army.mil>.**

